

COUNTY NAME:

**SACRAMENTO COUNTY
DEPARTMENT OF HUMAN ASSISTANCE**

CalWORKs County Plan Addendum

**Date Submitted to California Department of Social Services:
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Prepared By:

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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.



**County Welfare Director's
Signature**

**Bruce Wagstaff
Printed Name**

**December 14, 2006
Briefing Date**

This plan addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

1) COUNTY GOALS

After reviewing the county's existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in Welfare and Institutions (W&I) Code Section 10540, while taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005.

The goals of W&I Code Section 10540 are the following:

- 1) Reduce child poverty in the State,
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well being, the demand for county general assistance, or the number of families affected by domestic violence.

A. General description of how the county will meet the goals of W&I Code 10540

The CalWORKs Welfare-To-Work (WTW) County Plan Addendum supports the vision of Sacramento County's Department of Human Assistance CalWORKs Plan of strengthening and preserving families and enhancing quality of life by emphasizing work and training for employable adults.

The Department of Human Assistance's (DHA) broad based approach to the provision of employment services blends a strong "work first" message with an appropriate skill-building element that is needed to assist our families. DHA plans to increase its effort in the area of early and full engagement to better identify barriers to employment to provide up-front services for participants to increase their success in WTW.

DHA communicated with the CalWORKs staff via our web-based DHA intranet page, with an overview of the new TANF Reauthorization requirements, with regard to improving the Department's WTW work participation rate (WPR). Staff was asked for their creative ideas and suggestions on ways DHA can improve the WPR. Several of the staff suggestions will be implemented into the DHA WTW service delivery process.

Sacramento County's CalWORKs WTW County Plan Addendum was developed by DHA with the input from these staff surveys, and ongoing collaboration meetings with our stakeholders: One Stop Career Centers, Adult Education, Los Rios Community College District, Sacramento County Office of Education Regional Occupation Center, Greater Sacramento Urban League, and Crossroads Diversified. DHA has a close partnership with our stakeholders and will continue to consult with them to create services for our CalWORKs recipients.

2) PARTICIPATION IMPROVEMENT

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the percentage of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

B. Providing up-front engagement activities

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new policy to engage recipients in orientation and appraisal within one week of application.

New Policy/Strategy

- Full Engagement - DHA plans to increase its effort in the area of early and full engagement to better identify barriers to employment to provide up-front services for participants to increase their success in WTW. Our Mental Health and Substance Abuse Counselors will provide program information about services during the CalWORKs Orientation. Full engagement will include standardized reports for tracking participation and supporting deliberations on policy and program changes to improve performance. Full engagement will also establish accountability at all levels of DHA and reward successes.

New Policy/Strategy

- Training - DHA plans to provide additional training for CalWORKs staff in the following areas to better prepare our staff to make appropriate and accurate assessments and referrals for participants early in our process.

- UC Davis "Motivational Employability" Training – This training will assist CalWORKs staff to increase their knowledge of the attitudes and methods to enhance communication skills in human relations and enable effective intervention in problem situations. This training will provide the CalWORKs caseworker with additional skills and knowledge to assist the client in determining the appropriate WTW activity based on the client's skills, interests and abilities.

- Training for CalWORKs staff in the areas of medical, social, and psychological aspects of disability – This training will provide staff with the tools to make appropriate and accurate assessments early in the process to provide services needed by CalWORKs participants with a disability. CalWORKs clients with an exemption for a disability may volunteer to participate in WTW activities and contribute to the WPR.

- Provide structured Social Worker (SW) training to assist SWs with defining their roles and providing them with the necessary skills to effectively remove client barriers to employment and self-sufficiency. The Social Worker focuses on the emotional and social problems of the client and their families especially as it relates to their ability to complete their welfare-to-work responsibilities.

What are the anticipated effects and percentage of families affected monthly? Example: The County describes how recipients are expected to have welfare-to-work (WTW) plans developed sooner and includes how much sooner, what percentage of the county's WTW caseload will be impacted, etc.

Increased and improved training will provide staff the tools needed to conduct accurate assessments and make appropriate referrals for needed services such as mental health, substance abuse, domestic violence, learning disabilities, and legal issues. Based on national research an estimated 40% of the CalWORKs caseload in Sacramento County may be impacted monthly by one of these issues or possible barriers and may have the need for specialized services or referrals to providers.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which the earlier engagement policy will increase the county's federal WPR and State participation levels, the percentage by which a reduction in sanctions will increase the county's federal WPR and its State participation levels, etc., by year, over three years (beginning with this year). The county also describes how early engagement will result in better identification of barriers to employment, better identification of exemptions, etc. (including percentages as appropriate). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.
See Section H Below

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The county describes a new policy to work with recipients up front to identify community service areas in which they have specific personal interest (such as volunteering at a local nonprofit) that could be utilized to increase participation in federally allowable activities when recipients are in between activities or need additional hours to meet the 32-/35-hour weekly participation requirement.

New Policy

Full Engagement -DHA caseworkers will engage CalWORKs clients during each step of their WTW process to determine their progress toward achieving self-sufficiency. DHA will create FEATS (Full Engagement Action Team.) Using work lists created from data reports, these teams, consisting of management staff and staff volunteers, would meet with clients whose engagement status is questionable or need modification and move the client into appropriate activities.

Expanded Policy

Los Rios Community College District plans to increase the number of work-study placements and paid work experience slots for our CalWORKs clients who are attending Los Rios Community College. These placements will be primarily off campus with private employers.

Expanded Policy

DHA plans to amend our current contract with Sacramento Employment and Training Agency (SETA) to increase the number of slots for paid work-experience and on-the-job training (OJT). These positions will benefit CalWORKs Timed-Out WTW participants by providing skills and income and as a result will also increase the WPR.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how the policy benefits recipients and specifies the percent of WTW enrollees who are not participating in activities and the percent who are not fully participating that will become fully engaged in activities that meet federal and State participation requirements (separated by meeting federal and State requirements).

CalWORKs participants who participate in the college work-study programs benefit by increasing their ability to earn more income, and by having their work-study income not count against their

CalWORKs cash grant. Timed-out participants will benefit by having the opportunity to participate in a paid work experience or OJT, increasing their employability skills and increasing their income.

In the first year, DHA anticipates steadily increasing participation rates by those who are currently unengaged. DHA expects to reduce the number of unengaged participants by two-thirds over a twelve-month period. Twenty percent of families will be impacted by these combined strategies.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which the county's federal WPR and State participation level will be increased by full engagement of partially participating recipients and non-participating recipients. The county describes the percent increase for each group of recipients, separately, by year, over three years (beginning with this year). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.
See Section H below

D. Providing activities to encourage participation and to prevent families from going into sanction status

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new strategy that after an instance of noncompliance, individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation (substance abuse, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

New Policy

DHA plans to use a Multi-Disciplinary Team (MDT) approach, early in the non-compliance process to reduce the incidence of sanctions. The MDT will be comprised of staff with the knowledge and training to assist participants to encourage participation in their WTW activity, such as Social Workers. Social Work staff will have currently completed an enhanced 5 day training on WTW, including, but not limited to working with non-compliant clients. They will be assessing barriers to WTW participation, with an emphasis on a strength based family approach. Vocational Assessment Counselors shall provide additional evaluation of client's interests, as well as administration and referrals for any additional testing. Mental Health Counselors shall assess for mental health services. Substance Abuse Counselors shall provide assessment, and counseling services for Alcohol, and other substance abuse issues. The Human Services Specialist (CalWORKs caseworker) will provide supportive services such as transportation, child care, and ancillary payments to assist the client in meeting their WTW plan. The CalWORKs client will be given a scheduled appointment to meet with the MDT. The team will work together with the CalWORKs client to identify possible solutions for successful participation in the WTW activity (the CalWORKs caseworker will monitor the WTW activity progress and report back to the team).

What are the anticipated effects and percentage of families affected monthly? Example: The County describes how recipients will benefit from the new policy and identifies the percentage by which the county's sanction rate will be reduced.

CalWORKs participants will benefit from this new process by having an MDT approach to help find solutions to barriers, thus helping the participant become an active WTW participant and increasing the WPR. Based on the experience in other counties, DHA expects to reduce the sanctions by 15% over a twelve-month period.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The County describes the percent by which sanction prevention will increase the county's federal WPR and State participation levels, by year, over three years (beginning with this year). The county also describes how it will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below. See Section H below

E. Reengaging noncompliant or sanctioned individuals

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a home visiting program that focuses on re-engaging sanctioned recipients in WTW and removing barriers to participation.

New Policy

DHA Social Workers will assist the Human Services Specialist WTW caseworker by making a home visit on each WTW individual who is non-compliant in their WTW activity. By observing the client in their own home, the Social Worker will conduct a service assessment of the participant's employability, such as, mental health, substance abuse, domestic abuse, physical health, child care, legal issues, education and training. The Social Worker will develop a service plan with the participants, authorize and pay supportive services, child care and transportation payments, notify the Human Services Specialists WTW caseworker, and follow up with service referrals to our partner agency for Mental Health (MH), Alcohol and Drug (AOD) or Domestic Violence (DV) as needed.

What are the anticipated effects and percentage of families affected monthly? Example: The County describes the percentage by which its sanction rate will be reduced, the percentage of sanctioned individuals that may be identified as meeting a WTW exemption, etc. The county also describes how identification of barriers and the provision of services will assist the family in meeting WTW requirements and achieving self-sufficiency.

The Social Worker home visit will be conducted by a trained SW that is familiar with issues related to mental health, substance abuse, and domestic abuse. This will assist participants with obtaining services and participating in WTW work activities to meet the WPR.

Based on the experience in other counties, DHA expects that about 20% of non-compliant participants will respond to the Home Visit Letter prior to the visit and will contact the Social Worker, and another 15% will comply after the home visit is completed.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The County describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below. See Section H below.

F. Other activities designed to increase the county's federal WPR?

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy):

New Policy/Strategy

Contracts will be executed with our community partners who have expertise in successfully working with individuals with specific learning needs or disabilities to create a work activity that requires supported supervision. Part of the employability evaluation will include a comprehensive assessment to determine the appropriate work activity plan for the CalWORKs recipient. A Supported Work activity can be a subsidized employment program that includes hands-on training, close supervision, job coaching and positive feedback.

What are the anticipated effects and percentage of families affected monthly?

The anticipated effects will be that participants who were unsuccessful in previous work environments will learn new skills on how to succeed in the workplace and become successful on the job. DHA expects that approximately 15% of CalWORKs families will be affected monthly.

How will success be determined (quantitative or qualitative assessment of effects)?

This new activity will be measured quantitatively based on the number of participants successfully completing the activity and obtaining and remaining on the job.

G. Please provide a description of how the county will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, universities, adult schools and regional occupational centers/programs that provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. For each individual agency, responses should include elements such as how information is shared or will be shared, ongoing or planned contracts, ongoing meetings established, etc.

Description of policy (ies) or strategy (ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The County describes how it will collaborate with local community colleges to expand the availability of short-term vocational educational programs and increase the number of work-study placements for recipients.

•Los Rios Community College District, Sacramento

DHA has ongoing meetings with Los Rios College to develop ideas on working together to increase the WPR in Sacramento County.

Expanded Policy - Los Rios plans to increase the number of work-study placements and paid work experience slots for our CalWORKs clients. (A DHA contract with Los Rios to provide a District CalWORKs Liaison Coordinator, to facilitate interagency coordination between Los Rios and DHA.) The Liaison provides consultation to County and District management to help develop policies and procedures that will meet the needs of both agencies. A DHA Planner meets regularly with the Los Rios Liaison and Los Rios conducts a quarterly interagency meeting of three area counties.

•Sacramento Employment & Training Agency (SETA)

SETA is a joint powers agency of the City and County of Sacramento, and has a Governing Board made up of two members of the County of Sacramento Board of Supervisors. SETA is also the designated One-Stop Career Center operator for Sacramento County and DHA is a full partner in the One-Stop Career Center system consistent with the County CalWORKs Plan. DHA has ongoing meetings with SETA to develop ideas on working together to increase the WPR in Sacramento County.

Expanded Policy

DHA plans to amend our current contract with SETA for additional slots, to conduct paid work-experience and on-the-job training, to engage CalWORKs Timed-Out WTW participants and increase the WPR.

•Sacramento County Office of Education (SCOE) /Regional Occupation Center (ROP)

DHA has ongoing meetings with SCOE to develop ideas on working together to increase the WPR in Sacramento County.

Current Policy

DHA contracts with SCOE to conduct Job Club for Limited English Speaking CalWORKs participants and Vocational Assessment Testing for WTW participants.

•San Juan Adult Education

DHA has ongoing meetings with San Juan Adult Ed to develop ideas on working together to increase the WPR in Sacramento County.

Current Policy

DHA contracts with San Juan to conduct Vocational Assessment Testing for WTW participants.

•Grant Adult Education

DHA has ongoing meetings with Grant Adult Ed to develop ideas on working together to increase the WPR in Sacramento County.

Current Policy

DHA contracts with Grant Adult ED to conduct Vocational Testing for WTW participants.

•Elk Grove Adult Education

DHA has ongoing meetings with Elk Grove Adult Ed to develop ideas on working together to increase the WPR in Sacramento County.

Current Policy

DHA contracts with Elk Grove Adult Ed to conduct Learning Disabilities Evaluations and Vocational Assessment Testing for WTW participants.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients will benefit through increased availability of vocational education and work study programs in terms of obtaining skills needed to obtain employment that will lead to self-sufficiency, increasing recipients' income while on aid, increasing the percentage of recipients participating in federally allowable activities, etc.

With the involvement with these partners from various aspects of the community, we anticipate that we will steadily increase the WPR rate, offer services to the community, and assist CalWORKs recipients with achieving self-sufficiency.

Research shows that the investment of resources for occupational education, and post-secondary education clearly enhances the lifetime earnings of individuals, increasing their contributions as productive taxpayers.

DHA expects approximately a 15% increase in vocational education participation. In addition, we will have 500 work-study slots, and approximately 220 slots for paid work-experience and on-the-job training with SETA.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The County describes the percentage by which the county's federal WPR and its State participation levels will increase by year over three years (beginning with this year). The county also describes the amount by which a recipient's annual earnings are expected to increase, the number of families that will leave aid due to employment annually, etc. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.
See Section H below

3) PLAN TO MEASURE QUARTERLY PROGRESS

Please describe how the county will measure the extent to which cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress

Measures of quarterly progress:

New Policy

DHA has contracted with *Exemplar Human Services LLC* to conduct "Full-Engagement Strategy," through which DHA focuses constantly on ways to engage CalWORKs clients in the most constructive and time-efficient ways possible to increase the work participation rate.

The strategy will:

Establish a Master Plan

- A concise, comprehensive inventory of activity stages clearly defining who, what, where, and how clients move through the various stages.

Create Management Reports

- Status Reports – Point-in-time report showing primary engagement status of every active case.
- Performance Reports – Monthly summary showing actual hours achieved in engagement activity by case.
- Time-in-Status Reports – Measure length of time in various activities and identify bottlenecks.

Institute Regular Engagement Meetings (Forums)

Bring together management, program and support staff to monitor progress of WPR goals, discuss and decide on necessary changes, assign and monitor necessary tasks.

Using the engagement reports, we will identify bottlenecks in the system where clients have remained for extended periods without making progress.

General Work Lists

Using the reports described above, generate work lists to be used by staff to identify problems by individual cases.

Create FEATS (Full Engagement Action Teams)

Using work lists, these teams, consisting of management staff and staff volunteers, would meet with clients whose engagement status is questionable or needs modification and move clients into appropriate activities.

Institute Regular Performance Meetings

Similar to Engagement Meetings, these meetings would include Program Managers and the Management Team and would address operational and policy issues identified over time and clarify priorities.

Provide Incentive and Rewards for Staff

Recognize staff that reaches the WPR goal.

DHA WILL MEASURE PROGRESS ON A QUARTERLY BASIS FOR THE POLICIES OR STRATEGIES DESCRIBED IN THE PLAN

- DHA will conduct engagement meeting bi-weekly to review the data reports, identify areas needing improvement and make recommendations for improvement.
- DHA will review the participants in unengaged status and form FEATS teams to increase their participation. This number will be measured monthly.

Projected impact on county's federal WPR:

DHA expects to improve our WPR rate using the Full Engagement Strategy plan by the following percentages.

- ≈ First year 2006/07 – (20% increase)
- ≈ Second year 2007/08 – (20% increase)
- ≈ Third year 2008/09 – (20% increase)

4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Year 2006-07 will be used
CalWORKs Eligibility Administration	35,922,538	27,729,746	Funding will enable DHA to provide training in the medical, social and psychological aspects of disability. Once the training has been completed, staff will have the tools necessary to make better assessments early in the process, resulting in more appropriate referrals to services that will result in greater participation in WTW activities.
WTW Employment	40,969,472	55,090,130	Increased funding will be used in

Services			a variety of ways. Additional training with a focus on earlier identification of WTW activity barriers as well as training in engagement strategies will be provided to staff. Additional training for social workers that provide home visits will also be provided. The Department will contract with community partners to provide assessment services for disabled CalWORKs clients and provide Job Coach services that will enable DHA to more rapidly place WTW clients in work situations. The Department will also increase both its work-study positions through a contract with the local community college district and increase on-the-job training opportunities with local business partners.
CalWORKs Child Care	24,801,767	24,212,137	Child Care funding enhances the likelihood that our clients will continue to participate in WTW activities.
Cal-Learn	1,583,162	1,588,712	Funding will enable DHA to continue providing case management services to teen parents with the goal that each client obtains a high school diploma or its equivalent.
CalWORKs Funded Mental Health Services	3,556,070	3,655,217	Funding will provide the additional dollars needed to increase participation of Mental Health Counselors in the multi-disciplinary team. This approach will lead to earlier identification of employment barriers and provide trained staff to work with clients in developing solutions leading to greater participation in WTW activities.
CalWORKs Funded Substance Abuse Services	2,889,342	3,008,214	Funding will provide the additional dollars needed to increase participation of Substance Abuse Counselors in the multi-disciplinary team. This approach will lead to earlier identification of employment barriers and provide

			trained staff to work with clients in developing solutions leading to greater participation in WTW activities.
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